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MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Development and Approval of Army Warfighting Requirements

1. References:

a. DoD Directive 5000.1, Change 1, The Defense Acquisition System, 4 Jan 01.

b. DoDI 5000.2, Operation of the Defense Acquisition System, 4 Jan 01.

c. DoD Regulation 5000.2-R, Mandatory Procedures for Major Defense Acquisition Programs (MDAPs) and Major Automated Information System (MAIS) Acquisition Programs, 10 Jun 01.

d. Memorandum, CSA, 19 Mar 01, subject: Approval of Army Warfighting Requirements.

2. To maintain consistency with Army Transformation priorities, we must focus our limited resources on these priorities. Additionally, we must provide complete packages to support our Senior Leadership's tough decisions in light of constrained resources. To this end, the policy in this memorandum is effective immediately for the generation and determination of all materiel requirements.

3. When a Mission Needs Statement (MNS) is required (not always the case), the development of any MNS must be preceded by a thorough Mission Area Analysis (MAA) and Mission Needs Analysis (MNA); see CJCSI 3170, enclosure C, paragraph 1a, for basic instructions. As you will see from this reference, a clear statement of the mission or task, derived from the operational environment, is the result of the MAA. Resulting from the MNA will be a statement of the need, the identification of non-materiel (Doctrine, Training, Leader Development, Organization, or Soldier) or other service materiel alternatives and an analysis of each alternative's ability to satisfy the identified

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need. When submitted to this headquarters for approval, the MNS must be accompanied by its documented MAA and MNA.

4. Prior to initiating any activities relating to an Operational Requirements Document (ORD), you are to submit a proposed system Operational and Organizational (O&O) Concept paper to TRADOC Deputy Chief of Staff for Developments (DCSDEV) for approval. This paper must provide clear traceability to emerging Objective Force concepts or explain the extraordinary benefit to be gained to either Legacy or Interim Forces. This document will contain the following:

a. The mission and/or task for which the potential new system will be used.

b. The benefit provided to the force by the potential new system.

c. How the key warfighting concepts for the relevant force are enabled by your pertinent functional area concepts and how, in turn, the proposed system makes for the successful accomplishment of these enabling concepts. Be sure to use existing doctrine for Legacy and Interim applications and Objective Force O&O concepts for Objective Force applications as the basis.

d. The TRADOC Deputy Chief of Staff for Intelligence (DCSINT) approved operational environment and operationalized threat that the potential new system will operate in and against. As you lay out the system O&O concept, the operationalized threat must be considered.

5. Once this concept is formally approved, ORD development may begin. Simultaneous with initiation of the ORD, will be the initiation of the Analysis of Alternatives (AoA). The following will be applied to AoA:

a. AoA will provide not only the cost and operational effectiveness of each alternative, but also the supporting analytically-based rationale for all Key Performance Parameters (KPP) and their associated threshold values.

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b. AoA will consider all feasible alternatives to the potential new system to include doing nothing.

c. AoA will provide evidence to aid in cost performance trade offs and establishment of a strategy to block system characteristics.

d. For any potential new system whose total funding for RDT&E may exceed \$140M or procurement may exceed \$660M (figures in FY00 dollars) (ACAT I and II), the AoA will be conducted by TRAC. For any information automation systems that may exceed \$32M in any year or exceed \$126M in total program cost or \$378M in total life cycle costs (ACAT IA), TRAC will also do these AoA.

e. For all others:

(1) The proponent will be responsible for the AoA and will submit their AoA study plan to TRADOC DCSDEV prior to AoA initiation.

(2) TRADOC DCSDEV will select specific AoA for which to have TRAC certify the results.

f. TRADOC DCSDEV will then formally request from DA G3 the initiation of a DA AoA Senior Advisory Group, co-chaired by DA G3 and DUSA(OR), for all ACAT I and ACAT II systems. These DA-directed AoA will also include an affordability analysis.

6. When ORD is completed, it will be forwarded to TRADOC DCSDEV, accompanied by the AoA report (draft report is acceptable), System Training Plan (STRAP), and System Threat Assessment Report (STAR), which is to be validated by TRADOC DCSINT. Once we approve the ORD, we will forward to DA G3 and the following will apply:

a. DA G3 will initiate a formal DA Staff review. Culminating this staff review, a G3 representative will chair a requirements staff officer team meeting to resolve comments. You are to have a fully empowered representative to that meeting. To fully empower your representative, we must have an

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understanding of the issues before hand to provide him guidance. As a basic rule of engagement, any comments or changes that affect the intent (and particularly the O&O and KPPs) must be personally approved by either the TRADOC DCSDEV or ADCSDEV since when forwarded to DA, the ORD is a TRADOC document. Regardless, staff comments and your consideration are to be provided to the appropriate TRADOC DCSDEV Director.

b. Occasionally, there will be a need for a Flag Officer to intercede in the consideration of staff comments. When this is the case, provide the original ORD text, the staff comment, and your consideration of the comment to the appropriate TRADOC DCSDEV Director, who will in turn provide to TRADOC ADCSDEV for resolution.

c. In preparation for all Army Requirements Oversight Councils (AROC), each proponent will prepare the user part of the presentation that includes force benefit, system operational concept, and KPPs, along with the rationale and means to measure each KPP. This part of the briefing, presented by either a TSM or TRADOC DCSDEV Director, will be submitted to TRADOC DCSDEV for approval prior to any pre-AROC presentations.

d. For the actual AROC, both the proponent and the TRADOC DCSDEV are to attend. The Commandant is to provide the Commanding General a short situation report via E-mail that includes the AROC outcome, any issues, tasked follow-on actions, and an assessment.

7. To facilitate transition, this policy will also apply to all Science and Technology projects (STOs, ATDs, and ACTDs). As part of its initiation, TRADOC DCSDEV will assign to each project a proponent, who must develop an operational concept to employ the technology. If the technology matures, the assigned proponent must comply with paragraph 4 above, allowing sufficient time for a smooth transition to an acquisition program.

8. This policy is effective for all materiel requirements (except Soldier Enhancement Program which is exempted) in

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development and not yet formally approved by this Headquarters.
For all previously approved, this policy will be enforced as
either changes are made or as the system comes within 6 months
of its next milestone.

9. TRADOC DCSDEV Requirements Integration Directorate will
serve as the TRADOC Requirements Secretariat, monitoring the
status of all requirements and providing you AROC scheduling and
presentation details. COL John Wiseman, 757-788-4245 or DSN
680-4245, is the POC.

10. Proponent Commandants are encouraged to personally review
ORDs prior to their submission to ensure the applicability to
Objective Force concepts and traceability of operational logic
to system required capabilities.

//signed//
JAMES J. GRAZIOPLANE
Major General, GS
Deputy Chief of Staff
for Developments

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